



## EFFECT OF WORK FLEXIBILITY ON EMPLOYEES' SERVICE DELIVERY OF FEDERAL MEDICAL CENTRES IN NORTH CENTRAL NIGERIA

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**Abstract:** *The study examined the effect of work flexibility on employees' service delivery of Federal Medical Centres in North Central Nigeria. The study specifically examined the effect of telecommuting, job sharing, shift duty, part-time work and over-time work on employees' service delivery of Federal Medical Centres in North Central Nigeria. The study adopts a correlational research design. The population of the study consists of 6,869 staff of five Federal Medical Centres in North Central Nigeria. A sample size of 378 was determined using Taro Yamane's formula. Primary data for the study were collected using a self-administered questionnaire. Validity and reliability of the instrument was carried out and data collected from the respondents were analyzed using descriptive statistics such as frequency, mean and percentages and regression analysis. Findings of the study reveal that telecommuting has significant effect on employees' service delivery of Federal Medical Centres in North Central Nigeria ( $\beta = 0.181$ ;  $t=3.552$ ;  $p=0.000$ ); job sharing has significant effect on employees' service delivery of Federal Medical Centres in North Central Nigeria ( $\beta=0.144$ ;  $t=1.957$ ;  $p=0.039$ ); shift duty has significant effect on employees' service delivery of Federal Medical Centres in North Central Nigeria ( $\beta = 0.139$ ;  $t=2.762$ ;  $p=0.006$ ); part-time work has significant effect on employees' service delivery of Federal Medical Centres in North Central Nigeria ( $\beta = 0.248$   $t=5.185$ ;  $p=0.000$ ); and over-time work has significant effect on employees' service delivery of Federal Medical Centres in North Central Nigeria ( $\beta = 0.246$ ;  $t=4.729$ ;  $0.000$ ). The study concludes that work flexibility significantly affects employees' service delivery in Federal Medical Centres in North Central Nigeria. The study recommends amongst others that Federal Medical Centres should continue to encourage employees to work remotely from different locations using available technologies to help improve their productivity and service delivery.*

**KEYWORDS:** *Work Flexibility, Employees' Service Delivery, Telecommuting, Job Sharing, Shift Duty, Part-Time Work and Over-time Work.*

### 1.0

### INTRODUCTION

Globally, organizations quest for employees' enhanced service delivery is creating concerns for management and other stakeholders, as to the best ways of attaining and achieving its goal. The health sector is amongst the very concerned sector that sees employees' service delivery as germane to the society and the global community. Work flexibility is seen as one of the key practices and strategy believed to propelling employees' towards services delivery, especially in the health sector. In Europe, America and Japan work flexibility has been a core issue in the arrangement of work because of the role it played in enhancing employees' service delivery especially in the health sector (Austin *et al.*, 2020; Chiekezie *et al.*, 2024). Employees' service delivery has been a core issue confronting tertiary health institutions in

developed and developing countries. It is necessary for management of hospitals, health service providers, government, stakeholders, and policy makers worldwide to continuously engage in work flexibility practices such as telecommuting, job sharing, shift duty, part-time and over-time work as strategies to improve quality service delivery. This would prevent, protect, and promote equitable and quality service delivery. This would also guarantee quality of living standard of human-beings in the society both now and in future (Chiekezie *et al.*, 2024).

The World Health Organization (WHO 2021; 2024) in an effort to achieve sustained quality service delivery vision 2030 in health service sector across the globe, maintained that managers of hospitals need to operationalize and integrate work flexibility practices in their plans, strategies, and actions with special focus on quality of work, timeliness of work and employees commitment. Also, studies on effect of Covid-19 as cited by Austin (2020) confirmed that individuals, multi-national companies, developing countries and even strong nations in the world like China, USA, UK, Russia, Japan, India, Germany etc have all experienced great losses such as; loss of many customers, profit losses, production losses, death losses (loss of human lives) loss of properties worth billions of dollars/nairas; and this development forced nations in the world to recognize the important need to adopt work flexibility practices to be able to adapt to innovative changes in technology and changing needs of customers/patients and high demand for quality service delivery to help achieve competitive advantage, and economic growth (Austin, 2020).

Work flexibility entails programmes designed by employers to allow employees have scheduling freedom to enable them perform their obligations better so as to achieve employees work life balance and improved organizational service delivery (Austin *et al.*, 2020). These programmes include; telecommuting, job sharing, shift duty, part-time work and over-time work. Work flexibility and employees' service delivery are closely linked together because employees' with flexibility work balance and family life balance options and opportunities help in improving service delivery, when properly planned, implemented, coordinated, supervised, motivated and effectively managed (Ugba *et al.*, 2021). Employees' service delivery is the consistent and deliberate commitment of employees to their job; fulfilment of duties and their role; completion of required tasks and behaviour according to the stipulated rules in the workplace (Kiiru, 2022). It also involves an improvement in the quality and quantity of work, speedy service delivery, and quick response to patients' complaint, timeliness, accuracy, effectiveness and efficiency of work (Arend & Amit, 2020). Employees' service delivery can be improved by appropriate planning, resources available, training/education, efficient management and above all, the leadership with a vision to provide quality services (Sandesh, 2022).

In Nigeria, work flexibility has received tremendous attention particularly in the health sector because of the sensitive nature of medical services offered by the employees. Many studies such as; Ray and Pana-Cryan (2021); Ugba *et al.* (2021); Nnko (2022); Nasimajaa and Ulmeter (2022) Muga and Senelwa (2022); and Helmiatin *et al.* (2022) found that work flexibility has significant influence on productivity, quality of work, employee commitment, employees performance, motivation, flexibility of work balance and work life balance. Mgbemena *et al.* (2022) reviewed that work flexibility is an internationally recognized best practice used by health organizations to address various challenges resulting from changes at the workplace,

societal values, environment changes, demographic changes and technological changes. Bukola *et al.* (2023) posits that work flexibility practices such as telecommuting, job sharing, shift duty, part-time work and over-time work has significant correlation with employees' service delivery.

The provision of quality employees' service delivery remains integral to the sustainability of lives, especially in the health sector; this is because when health is lost, everything is lost in a nation. However, it has been observed that healthcare provision in public hospitals in Nigeria especially Federal Medical Centres are far from the desired quality. Concerns have been raised about quality of work, timeliness of staff and employee commitment which could have serious implications on patients in the health sector. Medical employees have also raised concerns over inflexible working hours, overwhelming workload, and burnout amongst others. More so, evidence from the studies of Ugba *et al.* (2021); Victor (2023); Ukachukwu (2024) and Dzurgba (2024) indicated that the health sector has over the years been experiencing emigration of medical experts to greener jobs abroad, unconducive work environment, lack of effective drugs, inadequate of quality medical equipment and lack of medical professionals to handle such excess workloads, more particularly in government health institutions, of which the Federal Medical Centres are germane. Observations are that Federal Medical Centres are continuously experiencing much influx of patients from diverse locations, and most of which are referrals from several health centres in rural areas and some within urban centres for specialized treatments. This has also placed much burden on the employees thereby making them to be so stressed, thus the need to sustain work flexibility to improve employees' service delivery. This study is therefore spurred to examine the effect of work flexibility on employees' service delivery in Federal Medical Centres in North Central Nigeria.

The aim of the study is to examine the effect of work flexibility on employees' service delivery of Federal Medical Centres in North Central Nigeria. Specifically, the study sought to;

- i. determine the effect of telecommuting on employees' service delivery of Federal Medical Centres in North Central Nigeria.
- ii. assess the effect of job sharing on employees' service delivery of Federal Medical Centres in North Central Nigeria.
- iii. ascertain the effect of shift duty on employees' service delivery of Federal Medical Centres in North Central Nigeria.
- iv. investigate the effect of part-time work on employees' service delivery of Federal Medical Centres in North Central Nigeria.
- v. examine the effect of over-time work on employees' service delivery of Federal Medical Centres in North Central Nigeria.

## **2.0 LITERATURE REVIEW**

### **Concept of Work Flexibility**

Work flexibility entails providing employees (individually or collectively) with options and autonomy in managing their work schedules, locations and tasks (Akhigbe, 2024). Work flexibility practices according to Golden (2020) are not a novel concept and have been employed by many other organizations. It is common practice in European Union countries used to balance employees' working hours and personal lives (Jones & Jones, 2019). Employees with flexible work practices have the opportunity to work outside of regular work schedules (Hill *et al.*, 2021). Berkery *et al.* (2020) stated that providing a flexible work environment for employees is one of the motivating factors that influence them to put in their

extra efforts (best) in achieving the organizational set target(s). Giannikis and Mihail, (2018), asserts that work flexibility is among many Work-Life Balance (WLB) initiatives being advanced by many organizations as they seek to enable their employees reconcile their work life and family responsibilities. Hill *et al.* (2019) argue that work flexibility enable employees to manage their work and family responsibilities harmoniously. Hill *et al.* (2018) view, is supported by Dalcos and Daley (2019) who averred that work flexibility such as flex time allows employees to choose when, where and for how long they engage in work-related tasks, thus enhance engagement.

### **Dimensions of Work Flexibility**

There are different dimensions of work flexibility reported by previous studies (Tavares *et al.*, 2017; 2021; Chiekieze *et al.*, 2024; Ukachukwu(2024). These studies have identified the dimensions of work flexibility to include telecommuting, job sharing, shift duty, part-time work and over-time work. These work flexibility practices are used in this study because of their applicability in the health sector.

**Telecommuting:** Uchenna *et al.* (2020) defined telecommuting as a work practice that allows employees to perform their assigned responsibilities from any location other than the tradition office space from some portion of their official working hours. The location could be employees home, or other location outside the traditional office space (e.g. while on the road or from client site). Bukola *et al.*, (2023) assert that telecommuting is a working arrangement that is flexible in nature. It is used for the enhancement of well-being and productivity. They further maintained that till today the concept of telecommuting is still important and as a result, organization in developing economies are keying in especially in the phase of covid-19 because of its safety protocol.

**Job sharing:** Job sharing is a type of flexible working arrangement that an organization embraces for efficiency and effectiveness at work (Austin, 2020). Job sharing was introduced by organizations for greater employees work life balance and subsequently employees' service delivery. Job sharing is an innovation method of work arrangement that allows two or more employees jointly fill one full time job (Bukola *et al.*, 2023). In another perspective, job sharing is described as a work practice that allows two or more individuals to split a traditional 40-hour-a-week job. For example, one person might perform the job from 8am to 12noon, while another performs the same job from 1pm to 5pm, or two could work full time, but alternate days. Job sharing increases flexibility, motivation as well as satisfaction and this leads to employees service delivery (Bukola *et al.*, 2023).

**Shift duty:** Kazemi (2016) defined shift duty as working plan where working hours are divided into groups that cover the time required to execute a desired output or performance. Shift workers are those employees schedule to work on hours between 6pm and 7am usually in a seamless handover and rotation within working hours (Kazemi, 2016). Shift duty work enhanced employees skill mix, good supervision, productivity, effectiveness, efficiency, employer and employees positive relationship (Durairaj, 2017).

**Part-time work:** Isabel *et al.* (2022) described part-time work or employment as a fundamental tool for retaining older workers in the labour market and simultaneously prolonging their working lives in order to avoid labour for exit before the Statutory Eligibility Age (SEA). Given that this type of employment majorly concerns women, it also raises issues linked to gender equality and the way in which contemporary societies organize the reconciliation of job market participation with non-market activities (Connolly & Gregory, 2020).

**Over-time work:** Over-time is simply explained as work practice where employees willingly stayed and perform their assigned responsibilities beyond normal working hours (8am-4pm). High achievement oriented employees regard over-time as opportunity for growth and are more likely to work over time for expected benefits. Over-time enhanced employees' happiness. Factors that encouraged employees to work over-time include; challenge of the work, the responsibilities undertaken, value of the work content to the organization, the sense of accomplishment brought by the work results (Jinke & Zhengyang, 2023). Over-time work is influenced by; corporate policies, physical working environment, supervision, corporate culture of the organization and salary.

#### **Concept of Employees' Service Delivery**

Employees' service delivery has always been the most important issue for any organization, including profit or non-profit organizations (Adubasim *et al.*, 2018). However, defining, conceptualizing, and measuring employees' service delivery provides clarity and sense of direction (Wentzel, 2022). Employees' service delivery encompasses a measure of how a service meets or surpasses customer expectations (Mousa, 2020). Achieving sustained service delivery is a function of several factors such as teamwork, effective communication, good supervision, proper use of financial resources, constant review of organizations strategies, and effective application of management techniques of planning, organising, directing, controlling and implementing objectives (Umogbai, 2022).

#### **Measures of Employees' Service Delivery**

The measures of employees' service delivery used in this study include quality of work, timeliness of work and employee commitment. These measures are used because of their relevance and applicability to the health sector.

**Quality of Work:** One of the hallmark of tertiary health institutions globally is to achieve quality service, this is because when quality work is compromised by health practitioners, the consequences are usually fatal particularly as it relates to human lives and well-beings of patients in the society (Israel and Chukwuemeka, 2024). Studies of Israel and Emma (2024); Kwahar (2022) Sev 2022; indicated that employees with much stress have difficulty managing and this in turn affects their mental being which also contributes to physical and behavioural problems.

**Timeliness of Work:** Timeliness according to Mayberry, Nicewander *et al.* (2020) refers to the ability to reduce waiting times and sometimes harmful delays to clients by employees in attending to their needs. Timeliness refers to the delivery of value to customers at an appropriate time. This is distinguished from the notion of speed which typically refers to how fast an organization is able to provide and introduce valuable products to their esteem customer ahead of its competitors (Mayberry *et al.*, 2021). This simply means that speeding up the work that is being done does not necessarily translate to responsiveness even though, it can certainly yield greater output.

**Employee Commitment:** Employee commitment is an indicator of employee service delivery (Abid and Barech, 2022; Smith and Bititci, 2017). By implication, this means that committed employees are more likely to engage in helpful, cooperative and proactive behaviour that contribute to the overall success of the organization. Igra and Yahya (2013), identified indicators of committed employees to include; lack of interest in job offers elsewhere, willingness to accept responsibility, expression of job satisfaction, willingness and ability to make useful contributions, eagerness to work with less supervision and not given to unnecessary excuses.

### **Theoretical Framework**

This study adopts contingency theory as the most relevant to the work.

#### **Contingency Theory**

The contingency theory was developed by Woodward (1958). The contingency theory claims there is no one best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent upon the internal and external situation. A contingent leader effectively applied a suitable style of leadership to the right situation. Historically, contingency theory has sought to formulate broad generalizations about the formal structures that are typically associated with or best fit the use of different technologies. The perspective originated with the work of Woodward (1958) who argued that technologies directly determine differences in such organizational attributes as span of control, centralization of authority, and the formalization of rules and procedures. Some important contingencies for organizations listed include: technology, suppliers and distributors, consumer interest groups, customers and competitors, government and union.

Robbins (2019) describes the main ideas underlying contingency in a nutshell, noting that organizations are open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances. He further explained that there is no one best way of organizing. The appropriate form depends on the kind of task or environment one is dealing with. He therefore stressed that management must be concerned, above all else, with achieving alignments and good fits. He also believed that there is 'no one best approach in management for doing things, different situation calls for different approaches to handle, manage, and solve problems. He added that 'Open systems', embrace anomalies or challenges every now and then. This requires 'adaptable' and 'situational' solution in order to solve a problem. Other contingency factors include; changes in customer demand for goods and services, change in government policy or law, change in environment or climate change, etc. To Woodward, a person may be a perfect leader in one situation but a terrible one in another. Each situation must be carefully evaluated to decide whether ones' leadership style would be effective. He suggested that self-awareness, objectiveness and adaptability are essential for success.

The contingency management theory highlights the importance of self-awareness, creativity, flexibility, objectivity and adaptability and determines the most effective leadership approach for a given situation in a work place. The theory also highlights the importance of decision making and leadership effectiveness. By implication, practicing managers have been provided with an opportunity to cross match the decision-making style with the situation on ground in order to achieve positive outcome in the organization.

#### **Review of Related Empirical Studies**

Israel and Chukwuemeka (2024) examined the effect of work stress on service delivery of University of Benin Teaching Hospital, Benin City Nigeria. The study employed descriptive research method. Data was collected through questionnaire instrument with focus discussion guide, in-depth interviews and secondary sources. Population of the study consisted of 327 medical and administrative employees of University of Benin Teaching Hospital. In order to test the hypotheses to establish relationship and the strength of the relationship between variables studied, the researcher used Pearson Product Moment Coefficient (PPMC) technique as a quantitative statistical tool for analysis. The study revealed that work overload has nexus with service delivery of health employees of University of Benin Teaching Hospital.

The study shares similarity with the current one as both have same variables of stress and service delivery. However, differences exist in terms of geographical location and scope.

Alolayyan and Alyahya (2023) examined the effect of operational flexibility on hospital performance through management capability and employee engagement as mediating variable in Jordan. The study adopted a survey design. The model was validated through an empirical study among 480 clinical and administrative staff from five hospitals in Jordan. The Structural Equation Modeling and confirmatory factor analysis was used to validate the model and examine the hypotheses. Operational flexibility was demonstrated to have a positively significant impact on hospital performance, management capability employee engagement and employee service delivery. Employee engagement was demonstrated to positively impact hospital performance. Management capability had a significant result on hospital performance without having a clear impact. The introduction of the mediating variable necessitated the adoption of Structural Equation Modeling as data analysis tool however, the current study adopts regression analysis since there is no mediating variable. The study shares similarity with the current one as both have same variables of flexibility. Differences exist in terms of geographical location and scope.

Ajayi (2022) investigated flexible work practices and employee performance in Information Communication Technological Industry in Nigeria. Job sharing and telecommuting were conceptualized as the dimensions of the independent variable while employee performance was used as the dependent variables. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The target population of the study comprised of employees, management staff and unit heads of the national totalling. The sample size was obtained using the Krejcie and Morgan (1970) table for Information Technology Development Agency (NITDA) North-East Zonal Office Gombe State determining minimum returned sample size for a given population. For our population, the Krejcie and Morgan table placed our sample size at fifty-four (54). The hypotheses were tested using the Spearman Rank Order Correlation. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that a significant relationship exists between flexible work practices and employee performance. The study specifically focused on information communication industry in Nigeria while the current study is on public hospitals. This study relates to the current study as dimensions used are same as been used in the current study. Though, Scope and geographical location differs.

Mahmoud and Paul (2021) examined some selected telecommunication companies in USA. The population of the study was 25 respondents drawn from some selected organization. The study used the multiple regression analysis using the E-view statistical package. The findings indicated that the majority of the managers perceived cultural change as the most difficult issue to resolve when introducing a telecommuting program. Technical and emotional support received from the telecommuting supervisor was significantly correlated with telecommuting satisfaction and the negative correlation between family disruptions and telecommuting satisfaction was also statistically significant. A significant negative correlation between the ratio of telecommuting hours to total work hours and telecommuting productivity was revealed. The study shares of the similarity with the current study as their independence variables dimension of telecommuting is the same with the present study. Notable differences exist in terms of study population and geographical location, sector and tool of analysis.

Ugba *et al.* (2021) conducted a study to establish the relationship between work flexibility and performance of medical employees with focus on teaching hospitals in the North Central,

Nigeria. The study discussed the need to elicit higher performance of medical employees that is patient focused to ensure safety of patients by way of having control over their jobs. The study employed a survey design, using a sample of 373 medical employees of six teaching hospitals in North Central Nigeria. A questionnaire of 5-point Likert scale was used for data collection and data analysis. Data analysis was done using regression with the aid of SPSS version 23. The study found that compact working week and flexible career path as dimensions of workplace flexibility had significant positive relationship with patient focus and patient safety respectively. They further reinforce workplace flexibility and performance of medical employees. This shares same independent and dependent variable with the current one. Both studies share same geographical location. Although, they differ significantly in terms of geographical scope.

Adanma (2020) examined work flexibility and employee performance in deposit money Banks in Port Harcourt. The study examined the relationship between work flexibility and employee performance in Deposit Money Banks in Rivers State. The study adopted a cross sectional survey research design that solicited responses from employees of Deposit Money Banks in Rivers State. Primary data was collated using structured questionnaire. The population of the study comprised 202 employees of 18 Deposit Money Banks operational in Rivers State. A sample size of 134 was determined using the Taro Yamane sample size formula. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences version 23.0. The study findings revealed that there is a significant relationship between work flexibility and employee performance in Deposit Money Banks in Rivers State. The study concluded that work flexibility bears a significant influence on employee performance in Deposit Money Banks in Rivers State. The study relates to the current study as both study used same independent and dependent variables. Although, differences exists in the respondents under study, where the current one is on employees of public hospitals. Also, differences exist in the geographical location, population and sector. This creates a gap in the study.

Butler *et al.* (2019) investigated the influence of flexible work practices on employee service delivery in public health sector in Belgrade, Serbia. The study focused on selected public health hospitals in Belgrade. A descriptive survey design was adopted. The study targeted all the 50 employees in the sector. Data was collected by use of structured questionnaires and interviews; the responses in the questionnaires were tabulated, coded and processed by use of computer Statistical Package for Social Science (SPSS) that aided data analysis. Result of regression analysis established that telecommuting, compressed work hour, job sharing and flexi-time policy would influence employee performance in the institution. This study is closely related to the current research but the gap this study left to be filled by the current research is that it focused on employees in the public hospitals in Belgrade which has a different culture so the current study covers the gap in the health sector in Nigeria.

Bray *et al.* (2018) examined the effect of workplace flexibility on employee performance in health institutions in Southern California. A group-randomized multisite controlled experimental study with longitudinal follow-up was adopted for the study. The population of the study was 1171 employees from health institutions in Southern California made up the population of study while 324 employees were sampled. Questionnaire was used to collect primary data. The study estimated the effect of the intervention on 9 self-reported employee performance measures using a difference-in-differences approach with generalized linear mixed models. The only significant effect of the intervention was an approximately 1-hour



reduction in expected work hours. This study is closely related to the current research however it was conducted in American context so the current research is being conducted to fill the gap in the Nigerian context in order to see if the findings will be same or vary.

### **3.0 METHODOLOGY**

The study adopted a correlation research design. This study focuses on determining the effect of work flexibility on employees' service delivery of Federal Medical Centres in Nigeria. Federal Medical Centres within North Central Nigeria comprises of FMC Benue, FMC Niger, FMC Nasarawa, FMC Kogi, Kwara and FMC Jabi Abuja FCT, with exception of Plateau State because of the absence of FMC there. The population of the study comprised of six thousand, eight hundred and sixty-nine (6,869) with a sample size of 378 staff from five Federal Medical Centres in North Central Nigeria. The medical employees shall comprised of the following; Medical Directors, Medical Consultants, Doctors, Pharmacist, Nurses, Midwives, Medical Laboratory Technicians, Medical Record personnel and Radiologists among others. This choice of employees was considered because they have adequate knowledge and experience about operations of the hospital over time to provide objectivity response on the variables of work flexibility and employees' service delivery. The sample size was distributed purposively to the management and other employees of FMCs across North Central Nigeria. The data for this study were collected through questionnaire administration. A structured questionnaire was designed to collect responses from the respondents with a validity index of .871 and average reliability of .825

The study adopted the multiple regression model analysis. The implicit model specification to test the designed hypothesis as presented below as thus:

$$ESVD = f(WKFE)$$

Where;

ESVD= Employees' service delivery

WKFE= Work flexibility

$f$ = Functional relationship

The explicit form of the model is thus presented as follows;

$$ESVD = f(TLCM, JOBS, SHTD, PATW, OVTW)$$

ESVD= Employees' Service delivery

TLCM= Telecommuting

JOBS = Job sharing

SHTD= Shift duty

PATW= Part-time work

OVTW=Over-time work

Thus, the regression model built as follows:

$$ESVD = \beta_0 + \beta_1TLCM + \beta_2JOBS + \beta_3SHTD + \beta_4PATW + \beta_5OVTW + \mu$$

Where;

ESVD = Employees' service delivery

TLCM = Telecommuting

JOBS = Job sharing

SHTD = shift duty

PATW = part-time work

OVTW = over-time work

$\mu$  = error term

Descriptive statistics such as frequency, mean and percentage analysis were used to analyze the personal profile of the respondents. In addition to the descriptive statistics, inferential statistics, including correlation and multiple regression were used to analyze the data using the Statistical Package for Social Sciences (SPSS Version 25). Regression was used to assess the relationship between the dependent and independent variables, considering that the model is a multivariate one. The T-test for significance was used to test the formulated hypotheses. If p-value is greater than 5% level of significance, we accept the null hypothesis; that is, we accept that the estimate  $b_i$  is not statistically significant at 5% (0.05) level of significance. If p-value is less than the 5% level of significance, we reject the null hypothesis; in other words, we accept that the estimate  $b_i$  is statistically significant at 5% (0.05) level of significance.

**4.0 RESULTS AND DISCUSSION**

The data collected from the respondents were analysed and presented in the tables below:

**Table 1: Descriptive Statistics**

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Telecommuting	378	1	5	4.10	.900
Job Sharing	378	1	5	4.03	.948
Shift Duty	378	1	5	4.12	.840
Part-time work	378	1	5	4.13	.887
Over-time work	378	1	5	4.11	.845
Employee Service Delivery	378	1	5	4.06	.893

**Source:** Author’s Computation from SPSS 25 Output, 2024

The result in Table 1 shows the descriptive statistics of the dependent variable (employee service delivery) and the predictor variables telecommuting, job sharing, shift duty, part-time work and over-time work. The mean and standard deviation scores for the variables were as follows: Telecommuting (M=4.10, SD=0.900), job sharing (M=4.03, SD=0.948), shift duty (M=4.12, SD=0.840), part-time work (M=4.13, SD=0.887) and over-time work (M=4.11, SD=0.845) as well as employee service delivery (M=4.06, SD=0.893). The mean scores and standard deviation indicate the level of agreement of respondents with the questions.

**Table 2: Correlation Matrix**

Variable	1	2	3	4	5	6
Telecommuting (1)						
Job Sharing (2)	.307**	1				
Shift Duty (3)	.323**	.572**	1			
Part-Time Work (4)	.201**	.590**	.550**	1		
Overtime Work (5)	.378**	.491**	.533**	.539**	1	
Employee Service Delivery (6)	.482**	.412**	.493**	.462**	.407**	1
N	378	378	378	378	378	378

\*\* Correlation is significant at the 0.01 level (2-tailed)

**Source:** Author’s Computation from SPSS 25 Output, 2024

The outcomes as presented in Table 2 found no issue of collinearity among variables since the values of correlation were not above 5. The study found positive correlation between telecommuting and employees’ service delivery ( $r=.482$ ;  $p<.01$ ) and a positive correlation between job sharing and employees’ service delivery ( $r=.412$ ;  $p<.01$ ). The study further found a positive relationship between shift duty and employees’ service delivery ( $r=.493$ ;  $p<.01$ ) while part-time work and employees’ service

delivery are also correlated ( $r=.462$ ;  $p<.01$ ). The result further found a positive link between over-time work and employees' service delivery ( $r=.407$ ;  $p<.01$ )

**Table 3: Test of Tolerance and VIF**

Model	Collinearity Statistics	
	Tolerance	VIF
Telecommuting	.560	1.787
Job Sharing	.525	1.905
Shift Duty	.570	1.755
Part-time Work	.632	1.582
Over-time Work	.535	1.870

**Source:** Author's Computation from SPSS 25 Output, 2024

The result in Table 3 shows that VIF confirms the result of the correlation matrix that there are no problems of multicollinearity amongst the independent variables (telecommuting, job sharing, shift duty, part-time work and over-time work) used in the model because the values are less than 5. According to Field (2009) VIF values in excess of 10 and tolerance value less than 0.2 are an indication of the presence of multicollinearity.

**Table 4: Model Summary**

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimates	Sig.
1	.680 <sup>a</sup>	.462	.455	.696	.000

a. Predictors: (Constant): Over-time, part-time, shift duty, telecommuting, job sharing

b. Dependent Variable: Employees' service delivery

**Source:** Author's Computation using SPSS Version 25 (2024).

To explore the coefficient of determination, the  $R^2$  was calculated and presented as Table 4. The  $R^2$  in this study shows that 46.2 % of the variation in employees' service delivery was attributed to telecommuting, job sharing, shift duty, part-time work and over-time leave. This implies that work flexibility practices contribute 46.2 % to employees' service delivery while the remaining 53.8 % is attributable to other factors outside the model.

**Table 5: Analysis of Variance (ANOVA)**

Model		Sum of Squares	Df	Mean of Square	F	Sig.
1	Regression	154.733	5	30.947	63.941	.000 <sup>b</sup>
	Residual	180.042	372	.484		
	Total	334.775	377			

a. Dependent Variable: Employees' service delivery

b. Predictors: (Constant): Over-time, part-time, shift duty, telecommuting, job sharing

**Source:** Author's Computation using SPSS Version 25 (2024)

Prior to testing the hypotheses, model fit was assessed by way of the F-statistic and its significant value as shown in Table 5. As the regression result indicates, the model was significant [ $F = 63.941$ ,  $df = (5, 372)$ ,  $p < 0.001$ ]. This implies that the data fit the model as expected further confirming the appropriateness of the implementation of multiple regression analysis in this study.

**Table 6: Regression Coefficients**

Hypotheses	Variable	B	S.E.	$\beta$	t-value	p-value
	Constant	0.752	0.196		3.836	0.000
<i>H<sub>01</sub></i>	Telecommuting	0.179	0.050	0.181	3.552	0.000
<i>H<sub>02</sub></i>	Job Sharing	0.150	0.052	0.144	1.957	0.039
<i>H<sub>03</sub></i>	Shift Duty	0.172	0.044	0.139	2.762	0.006
<i>H<sub>04</sub></i>	Part-time work	0.239	0.046	0.248	5.185	0.000
<i>H<sub>05</sub></i>	Over-time work	0.221	0.047	0.246	4.729	0.000

a. Dependent Variable: Employees’ Service Delivery

**Source:** Author’s Computation using SPSS Version 25 (2024)

The regression coefficient in Table 6 shows that for telecommuting (B= 0.179) which implies that one percent increase in telecommuting will result to 17.9 % change in employees’ service delivery if other variables are kept controlled. The regression coefficient for job sharing (B= 0.150) which means that one percent increase in job sharing results to 15.0 % increase in employees’ service delivery. The regression coefficient for shift duty (B=0.172) which means that one percent increase in shift duty increases employees’ service delivery by 17.2 % if other variables are kept constant. For part-time work (B=0.239) implying that a one percent change in part-time work will result to 23.9 % change in employees’ service delivery while for over-time work (B=0.221) indicating that a change in overtime will result to 22.1% improvement in employees’ service delivery. Based on the results over time work has more significant effect on employees’ service delivery in Federal Medical Centres surveyed.

**Test of Hypotheses**

The five hypotheses formulated in this study were tested as follows:

**H<sub>01</sub>:** Telecommuting has no significant effect on employees’ service delivery of Federal Medical Centres in North Central Nigeria. To test this hypothesis, the strength of the effect of telecommuting on employees’ service delivery was measured by the calculated (p-value = 0.000;  $\beta$ = 0.181; t=3.552) at a significant level ( $\alpha$ ) of 0. 05. Since the computed p-value is less than the 5% level of significance for a two tailed test, the null hypothesis is rejected and alternative hypothesis accepted. This implies that telecommuting has a significant effect on employees’ service delivery of Federal Medical Centres in North Central Nigeria.

**H<sub>02</sub>:** Job sharing has no significant effect on employees’ service delivery of Federal Medical Centres in North Central Nigeria. To test this hypothesis, given that p-value = 0.039;  $\beta$ = 0.144; t=1.957 at a significant level ( $\alpha$ ) of 0. 05. Since the computed p-value is less than the significance level of 0.05 (p value .039 <  $\alpha$  0.05), the null hypothesis is rejected and the alternative hypothesis accepted, thus the study concludes that job sharing has a significant effect on employees’ service delivery of Federal Medical Centres in North Central Nigeria

**H<sub>03</sub>:** Shift duty has no significant effect on employees’ service delivery of Federal Medical Centres in North Central Nigeria. To test this hypothesis, the strength of the effect of shift duty on employees’ service delivery was measured by as p-value = 0.06;  $\beta$ = 0.139; t=2.762 at a significant level ( $\alpha$ ) of 0. 05. Since the computed p-value is less than the significance level of 0.05 (p value .000 <  $\alpha$  0.05), the null hypothesis was rejected and alternative hypothesis accepted. This implies that shift duty has a significant effect on employees’ service delivery of Federal Medical Centres in North Central Nigeria.

**H<sub>04</sub>:** Part-time work has no significant effect on employees’ service delivery of Federal Medical Centres in North Central Nigeria. To test this hypothesis, the strength of the effect of part-time work on employees’ service delivery was measured as p-value = 0.000;  $\beta$ = 0.248; t=5.185 at a

significant level ( $\alpha$ ) of 0.05. Since the computed p-value is less than the significance level of 0.05 ( $p$  value  $.000 < \alpha$  0.05), the null hypothesis was rejected and alternative hypothesis accepted. This implies that part-time work has a significant effect on employees' service delivery of Federal Medical Centres in North Central Nigeria.

**H0<sub>5</sub>:** Over-time work has no significant effect on employees' service delivery of Federal Medical Centres in North Central Nigeria. To test this hypothesis, the strength of the effect of over-time work on employees' service delivery was measured as  $p$ -value = 0.000;  $\beta$  = 0.246;  $t$  = 4.729 at a significant level ( $\alpha$ ) of 0.05. Since the computed p-value is less than the significance level of 0.05 ( $p$  value  $.000 < \alpha$  0.05), the null hypothesis was rejected and alternative hypothesis accepted. This implies that over-time work has a significant effect on employees' service delivery of Federal Medical Centres in North Central Nigeria.

### **Discussion of Findings**

The results collected from the participants and analysed are discussed in line with the research objectives and hypotheses:

The test of hypothesis one revealed a positive significant effect of telecommuting on employees' service delivery of Federal Medical Centres in North Central Nigeria. Regression was used to test the hypothesis at 5% level of significance and the p-value (.000) was less than the level of significance. This can be statistically given as  $P$ -value  $.000 < \alpha$  = 0.05. The result is in agreement with Ambreen and Siddiqui (2018) whose study reported a positive effect of telecommuting on the services delivered by employees of the hospitals in Pakistan. Wuhan (2019) also agreed that telecommuting has a positive significant effect on organizational performance. Gajendran and Harrison (2018) in support of the finding asserted that telecommuting is a significant predictor of employee job performance and employees' service delivery. The implication of the finding is that telecommuting enable employees in carrying out their work outside working hours and this helps to improve the rate of service delivery in hospitals.

Job sharing has a positive significant on employees' service delivery in Federal Medical Centers in North Central Nigeria. Regression was used to test the hypothesis at 5% level of significance and the p-value (.039) was less than the level of significance. This can be statistically given as  $P$ -value  $.039 < \alpha$  = 0.05. The finding is in line with Kangogo and Wanambiro (2019) who affirmed the significant effect of flexible working schedules such as job sharing on the commitment of employees in the health services in Kenya. The result agrees with Ambreen and Siddiqui (2018) who averred that job sharing is significantly correlated with employee performance in the health sector in Pakistan. A study by Ngambi (2021) revealed that job sharing allow employees more balanced life in terms of giving time to family thus enhancing team skills and leadership skills. Bliss and Thornton (2020) also found a positive relationship between job sharing and employee performance. They asserted that job sharing enables two employees to carry out the tasks of fulltime job by alternating. Bukola, *et al.* (2023) in their research on job sharing and organizational performance in micro and small scale enterprises in Nigeria found a significant relationship between the variables. Similarly, Hayman (2019) argued that job sharing allow employees to engage in a full-time work and share responsibilities with colleagues thereby improving their service delivery. The implication of the finding is that job-sharing gives employees the opportunity to keep their careers on track while allowing more time for family responsibilities or other activities, and this invariably improves their service delivery.

The result of hypothesis three showed a positive significant effect of shift duty on employees' service delivery of Federal Medical Centers in North Central Nigeria. Regression was used to

test the hypothesis at 5% level of significance and the p-value (.006) was lower than the level of significance. This can be statistically given as  $P\text{-value } .006 < \alpha = 0.05$ . This result is corroborated by David (2023) who found that shift duty has a significant effect on service delivery. Divya and Shankar (2023) in their study on flexible working hours and the work-life balance of nurses in Private Hospitals in Bangalore, India found that there is significant relationship between shift work and service delivery of nurses in the hospitals. Kitonyi (2023) postulated that shift duty plans significantly affect employee performance. Kessy and Mseti (2023) reported that work flexibility practices such as shift duty positively affects the performance of employees working in the private hospitals in Tanzania. The implication of the finding is that shift work create an avenue where employees can have time for themselves and their family thereby improving productivity and quality of service delivery.

The test of hypothesis four revealed a positive significant effect of part-time work on employees' service delivery of Federal Medical Centers in North Central Nigeria. Regression was used to test the hypothesis at 5% level of significance and the p-value (.000) was less than the level of significance. This can be statistically given as  $P\text{-value } .000 < \alpha = 0.05$ . In agreement with this result, Ambreen and Siddiqui (2018) found a significant effect of part-time work on performance of health workers in Pakistan. Innocent *et al.* (2019) postulated that part-time work significantly and positively affects performance of sales persons in the publishing industry. Divya and Shankar (2023) also found a positive significant relationship between part-time work and performance of nurses in Private Hospitals in Bangalore, India. However, Nasimajaa and Ulmeter (2022) found a negative and insignificant relationship between part-time and employee service delivery in public healthcare organizations in southern India. The implication of the result to organizations is that working on part-time gives employees enough time to engage in other activities that help to improve their productivity at work.

The test of hypothesis five indicated that there is a significant effect of over-time work on employees' service delivery in Federal Medical Centres in North Central Nigeria. Regression was used to test the hypothesis at 5% level of significance and the p-value (.000) was lower than the level of significance. This can be statistically given as  $P\text{-value } .000 < \alpha = 0.05$ . In support of the result, Collewet and Sauermaann (2017) established a significant effect of over-time work on employee performance. They stated that overtime work could result to fatigue at work but results to higher performance if there is better utilization of opportunities and human capital. This result also agrees with Ugbomhe and Ishaq (2023) who reported a significant effect of overtime work on the productivity of health workers. On the contrary, Kiiru (2022) reported an insignificant relationship between over-time work and employee performance in the public health sector. The implication of the result is that organizations should not always encourage over-time work since it may lead to poor service delivery in the long-run because of work fatigue.

## **5.0 CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

The study contributed to the literature pertaining to the effect of work flexibility on employees' service delivery of Federal Medical Centres in North Central Nigeria. The study provided the broad overview on the potential pattern of the relationship between the variables such as telecommuting, job sharing, shift duty, part-time, over-time and employees' service delivery. Work flexibility has been identified as an important factor that significantly affect employees' service delivery among Federal Medical Centres in North Central Nigeria. The study concludes that work flexibility (telecommuting, job sharing, shift duty, part-time

and over-time work) can be considered an essential and viable strategy in propelling employees' service delivery in Federal Medical Centres (in terms of quality of work, timeliness of work and employee commitment) as they have potentials for enhancing employees' service delivery of the Federal Medical Centres through creating an atmosphere that makes the organization to stay healthy and competitive thereby adjusting to the environmental dynamics of the health sector. Work flexibility can be seen to have implication for retention of existing competent employees as well as attracting new ones through the various techniques available. Hence, work flexibility have positive significant effect on employees' service delivery of Federal Medical Centres in North Central Nigeria.

### **Recommendations**

Based on the findings and conclusions drawn, the following recommendations are made:

- i. Management of Federal Medical Centres in Nigeria should continue to encourage telecommuting as a type of working arrangement where employees perform tasks from diverse locations using technology as, it would enhance employees' timeliness towards service delivery.
- ii. Management of Federal Medical Centres in Nigeria should continually maintain job sharing as a practice so that supervisors and heads of department within the organization would continue to ensure that employees have suitable partners to share jobs, as this would improve quality of work in enhancing service delivery.
- iii. Management of Federal Medical Centres in Nigeria should focus attention on shift duty as a working plan which allows employees schedule to work in the delegated time, plan to execute their duties as this would enhance their commitment towards service delivery.
- iv. Management of Federal Medical Centres in Nigeria should continuously encourage part-time work as a tool to retain older and experience workers as way to respond to changing needs to the health sector, as this would assist in boosting the morale of younger and inexperienced workers towards improving their quality of output and enhance service delivery.
- v. Management of Federal Medical Centres in Nigeria should keep pace with over-time work so as to encourage employees' willingness to stay and perform assigned responsibilities beyond normal working hours for expected benefits as this would create avenue for quality work and employee commitment towards service delivery.

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